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Building A Future

An Overview of Resource Development

Tourism

Canada

The Development of Tourism in Your Community

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Bâtir l'avenir
Un aperçu de l'exploitation des ressources
Le développement du tourisme
dans votre collectivité

Table of Contents

Introduction

Tourism is a $2.65 trillion industry worldwide and still growing. It employs more people than any other industrial sector and, in a world made smaller by a travel-conscious society, it makes a vital contribution to the economy of virtually every country on the globe.

Tourists spent $24 billion in Canada in 1988. Almost a third of this came from travellers from outside the country. In that same year, more than five percent of Canada's labour force worked in tourism — that translates into 632,000 jobs. About 60,000 businesses provided goods and services to the tourism industry.

There are a great many opportunities for First Nations in this industry. For many First Nations, natural resources in the area — forests, waterways, etc. — form an attractive tourist opportunity. Tourism, like any other resource, can be developed and managed in a way that increases its advantages and diminishes the disadvantages.

This booklet, *The Development of Tourism in Your Community*, is based on manuals published by Alberta Economic Development and Tourism, and the Department of Economic Development and Tourism in Saskatchewan. This adaptation is produced with their permission. It provides advice on how First Nation communities can tap into Canada's growing tourist industry. After outlining the advantages of a development policy, it provides guidelines on how to define goals, assess the benefits and costs of tourism in your area and prepare and implement a community action plan.

DIAND developed this series, entitled *Building a Future: An Overview of Resource Development on Reserves*, in response to requests by First Nations for information on developing resources on reserves. Designed as booklets rather than textbooks, each looks at the development of a different resource from the point of view of a First Nation community. Is development a choice? If so, what is the best way to plan and benefit from that development?

Development Policy and Tourism

The Importance of a Development Policy

Development, or even the consideration of development, is easier with a community development policy already in place. It gives your community guidelines for investigating development; it provides for informed decisions on whether to proceed; and it helps maintain a focus on the priorities of the community for investment of both time and money.

A development policy not only provides direction in dealing with the unexpected, it is its own road map, guiding those who will be implementing it on behalf of your community.

The need for a policy begins with your community's decision to pursue economic development of any kind. It helps to establish:

- the terms, conditions and limits of development;
- the extent to which economic development is a community priority;
- which development opportunities to study first; and
- how to reconcile economic interests with environmental, social, cultural and traditional ones.

When an opportunity arises, your community is ready for it. With a policy already in place to guide you, you are prepared for each stage of development.

Two points about a community development policy: a written document is better than a verbal policy. There is less chance for misunderstanding later on.

The second point, probably the most important, is that the community development policy should be built through community participation. If your band members have been consulted on its formation, they are more likely to approve and support it.

About Tourism and Your Community Development Policy

Before including tourism in your development policy, there are three points to consider: does your community have attractions and facilities for tourists; if not, could they be developed; and does your First Nation want tourism.

First of all, exactly what is a tourist? A tourist is anyone who travels a significant distance for any reason. Holiday travel accounts for only 25 percent of total travel in Canada. For the purposes of analysis, tourists are defined according to the primary reason for travel:

- **Business**: any travel to do with an individual's work;

- **Personal business**: usually from the surrounding area, to take advantage of the retail, social and professional services of a community;

- **Vacation**: holiday travel;

- **Visiting friends and relatives**: one of the biggest segments of the Canadian tourist market; and

- **Passing through**: people (who could be from any of the other four categories) who stop only for meals, gas and possibly a night's accommodation on their way to somewhere else.

Answers to the following questions will help establish whether your reserve has the potential to attract tourists.

- Are tourists coming there now?

- Are there historic or natural sites and attractions on your reserve?

- Are there facilities such as restaurants, hotels or motels, shops, gas stations etc., either in place or that could be developed?

- Do government tourism officials, representatives of regional or provincial tourism associations, tourists who visit your community and tourist operators think your community has tourism potential?

- Do your community members want tourism; are they willing to support its development?

If the answer is yes to many of these questions, the next step is to consider the advantages and disadvantages of tourism for your community.

Benefits

The first benefit is economic. Businesses that serve tourists directly are the most obvious beneficiaries, but the financial effect is felt through the entire local economy because of the number of jobs that indirectly depend on tourism.

The second benefit is a "softer" one but as important as the economic boost tourism gives an area. Tourists bring a new focus to the local scenery, heritage and culture that community members often take for granted. Such outside appreciation often heightens community pride by encouraging local residents to preserve, develop and display these unique aspects. The third benefit is also indirect: the motivation for community members to learn new skills and acquire new information to be able to work successfully with tourists.

A fourth benefit of tourism is its role in promoting understanding between Native and non-Native peoples by focusing on First Nation perspectives, values, history and culture.

This is an illustration of the trickle-down effect of tourism dollars. A tourist stays one night in a community and spends $100. In this scenario, $100 benefits 19 people:

Tourist Dollars Spent	**People Benefited**
$40.00 — hotel room	the hotel employs 8 people
$25.00 — meals	the restaurant employs 6 people
$25.00 — gas	the station employs 3 people
$10.00 — souvenir/gift	the shop employs 2 people
Total Expenses $100	Total Employment 19 people

Most of the $100 is paid out in wages. The money helps:
- the hotel clerk buy groceries at the local supermarket;
- the waitress buy shoes at the local shoe store;
- the gas station attendant rent a movie at the local video store; and
- the gift shop clerk have clothes cleaned at the local dry cleaners.

The portion of the $100 kept by the business owners allows:
- the hotel owner to hire a piano player;
- the restaurant owner to install a pasta-making machine;
- the gas station owner to stock more auto parts; and
- the gift shop owner to hire another staff member.

Costs

Tourism does have another side. It can:

- undermine culture and cultural traditions by commercializing them;
- put valued artifacts in jeopardy;
- lead to competition between sport and commercial fishermen, or resident and non-resident hunters;
- reduce privacy;
- increase litter, graffiti, vandalism and noise;
- cause environmental damage through forest fires, erosion, destruction of sand dunes and pollution; and
- cause congestion and overcrowding.

These detractions are manageable. The number of tourists and where they can go can be controlled. Tourists can also be influenced by signs, booklets and tours that provide guidelines on cultural and religious concerns. If you have established that your reserve has potential for tourism; if you have decided that benefits of tourism on your reserve outweigh the costs; and if your community members have indicated their support, then your development policy will specify tourism as a resource to study further.

How Tourism Can Affect Your Community

Your community's development policy can set guidelines for:

- **Tourism and culture:** Unique Native culture — lifestyle, art, performing arts, perspectives on nature, the land and the historic relationship between First Nation peoples and settlers — can be a tourism asset. Your policy can govern how much of First Nations culture should be included in tourism attractions.

- **Tourism and land:** Guidelines are needed to avoid conflict between tourist and community land-use. For example, a wilderness resort might interfere with First Nation commercial fishing operations. A cottage lot development might impede local recreational use of lakefront property.

- **Tourism and partnerships:** Since few businesses provide all the services a tourist uses, they rely on partnership arrangements, such as local and regional travel associations, hotel or restaurant associations, marketing arrangements with airlines, franchises and investments or other arrangements with tour companies.

- **The entrepreneur and the community:** The long-term success of tourism depends on profitable businesses. Often, the individual entrepreneurs behind these businesses will need community support.

- **Community leadership:** Successful tourism needs community involvement. Building access roads and airstrips, installing proper road signs, managing land use, organizing community events, conducting hospitality training and promoting the community to tourists all require communal input.

Developing a Tourism Action Plan

A tourism action plan defines the who, what, where, when and how of making tourism happen. It provides a framework for businesses, local government and other organizations to analyse tourism resources and concerns, and to encourage development and promotion within your community.

It covers the five key components of tourism:

- **Attractions:** natural and man-made features within and near your community that are of interest to tourists - lakes, mountains and wilderness, unique shops, historic sites, industries, fairs, conventions, competitions and tours.
- **Promotion:** marketing tools, such as advertisements, travel shows, magazine articles, brochures, maps, videos, commercial and promotional signs, auto tour guides and tourist information booths.
- **Infrastructure:** roads, airports, railways, parking areas, sewage dump stations, water and power services, boat launches, and location and distance signs. Community recreation facilities that can be used to host events and sports tournaments, such as ice arenas, curling rinks, baseball diamonds and community halls are also infrastructure elements. If access to your area is poor, and if basic services are lacking or in disrepair, tourists may go elsewhere.

ELEMENTS OF A TOURISM ACTION PLAN

- An endorsement from your band council acknowledging the plan as your community's official tourism development and promotion strategy
- The plan's credentials: what it is, who developed it, under what authority and what it hopes to accomplish
- A description of the process: when and how the plan was prepared, when it will be monitored and reviewed; how it should be used and by whom, and how public input was obtained
- A definition of tourism
- The development policy for your community
- A summary of your present and potential tourism markets, assets, concerns about tourism, goals and objectives, and actions to be taken

- **Services**: hotels, motels, campgrounds, restaurants, service stations, shops and other retail businesses.

- **Hospitality**: This key element is the cement that holds the whole tourism package together. Involving everyone in your community, it determines whether tourists enjoy their stay, whether they will come back and whether they will encourage others to visit.

A committee approach to developing the plan ensures commitment from your community. It also takes advantage of the skills and experiences of community members who own businesses, work in tourism or have training in the industry.

A Band Council Resolution can formalize the committee by confirming its official name, mandate, number and selection of members and chairperson, procedures for meetings and reporting, frequency of meetings and meeting quorums.

THE COMMITTEE MEETING

AGENDA
TOURISM DEVELOPMENT COMMITTEE
INAUGURAL MEETING
DATE
PLACE

Item

1. Selection of a chairperson
2. Selection of a secretary (if not provided by the First Nations council)
3. Review of the committee's terms of reference
4. Review of *The Development of Tourism in Your Community*
5. Review of background information
6. Review of the development policy, including the tourism components
7. Other business
8. Date and agenda for next meeting

During meetings, questions may arise that committee members cannot answer. Your chairperson, in consultation with the group, can designate members to collect whatever information is needed and report back to the committee by a specified deadline.

Meeting discussions and decisions should always be recorded:

- Your chairperson or an appointed member should record lists and group statements in point form on a flip chart for all to see. This can be done as the meeting proceeds to help keep the group focused on the topic.

- Your secretary should keep detailed minutes for subsequent distribution to Committee members. The minutes will form a permanent record of what takes place at each meeting.

- As each step in an activity is accomplished, your secretary should record completion.

Identify Present Tourism Markets

Before any decisions can be made, you need reliable information on the present state of tourism in your area. To establish baseline information, your committee could look at the following:

- Reasons they come. Is it for business, pleasure, for local services, to visit friends and relatives or are they just passing through?

- Services they look for and whether the services are available.

- Time of year most people visit.

- Mode of transportation.

- Length of stay.

- Amount of money they spend.

- Age, sex, education, occupation, income class and place of origin of the tourists who come to your community now.

- New trends in travel, changes in types of people travelling.

The action plan should reflect the specifics of your own community, but other communities and regional tourist associations may have information to share.

Develop Tourism Market Profiles

The chart on pages 10 and 11 can be used to develop profiles for each type of tourist that comes to your community at present. As previously stated, there are five types of tourists, defined according to their reason for travel:

- business;
- personal business;
- vacation;
- visiting friends and relatives; and
- passing through.

Fill in the "present Tourism type" row for each Tourism type by answering the questions along the top of the chart. There might be potential to attract tourists from all categories, but the importance of each type of tourist to your local tourism industry will vary.

By grading present tourism markets in the column, "Present Importance," your committee can best focus on where to concentrate its efforts.

Tourist Types based on "Primary Trip Purpose"	Present Rank	Potential Rank	What do they do here?	Why do they do it here?	A) What services do they look for? B) Are they available?	What time of year do they come?
A. BUSINESS						
Present Tourist Types						
1) Business Travellers	2		Provide commercial services, sell goods, provide government services	Community requires goods and services	A) Accommodation, food B) Yes	Year round
2) Government Officials	2		Attend office meetings	Quiet setting, recreation	A) Meeting facilities	Spring Summer Fall
Potential New Tourist Types						
B. PERSONAL BUSINESS						
Present Tourist Types	4		Get supplies	Nearest source	A) Supplies B) Yes	Spring Fall
Potential New Tourist types	4				None	
C. VACATION						
Present Tourist Types						
1) Fishermen	1		Fish, hunt, family recreation	Attractive scenery, lake, good fish, wilderness	A) Supplies, guides, equipment and repair	Spring Summer Fall
Potential New Tourist Types	1		Eco-tourism and Aboriginal tourism	Unique ecology, Aboriginal culture	A) Biological and cultural interpretation	Spring Summer Fall
D. VISITING FRIENDS AND RELATIVES						
Present Tourist Types	3		Visit family	Family lives here	A) Entertainment B) No	Summer Public holiday
1) Former Residents						
Potential New Tourist Types	3		Attend reunions	Family lives here	A) Major reunion event	Summer
E. PASSING THROUGH						
Present Tourist Types	5					
Potential New Tourist Types	5					

KET PROFILE

How do they come here?	How long do they stay here?	How much money do they spend? (per person/day)	Where are they from?	Who are they? (age, sex,education, income bracket)	What is being done to attract them here?	What trends are they portraying?
Road	1 - 2 days	$40	Prince Albert	Male, 20 - 50 years	Nothing	Declining visits
Road	2 - 3 days	$40	Prince Albert, Mid-West U. S.	Male/Female, 20 - 60 years	N/A	
Road	3 - 4 days	$200	Surrounding areas	Families	Nothing N/A	Declining visits
Air and road	7 days	$85	Mid-West U.S.	Males, 40 - 60 years, well educated	Promotion by camp operator	Greater interest in eco-tourism, repeat visits, more women
Air and road	7 days	$85	Europe, especially Germany	Male/Female, 40 - 60 years, well educated	N/A	Increasing rapidly
Road	Weekends, 7 Days	$30	Regina, Saskatoon, Prince Albert	Male/Female, 20 - 40 years	Nothing	None
Road	Weekends	$40	Regina, Saskatoon, Prince Albert	Male/Female, 20 - 40 years	N/A	
Not	**Applicable**					
Not	**Applicable**					

Each committee member grades each tourist type on a scale of one to 10 in importance, in terms of number, length of stay and expenditures. Ten would be the highest grade. The consensus grade is arrived at by adding up the numbers assigned to each tourist type. The tourist type with the highest grade would be ranked first; the type with the second highest grade would be ranked second, and so on.

If there are tourism operators in or near your community that are not represented on the committee, talk to them to validate your committee's findings. These tourism operators could include:

- hotel/motels
- restaurants
- parks and campgrounds
- service stations
- tourist information booths
- hunting and fishing operations
- tours
- provincial departments of culture, tourism, parks and recreation, and transportation
- utility departments
- regional tourist associations
- retail businesses
- service clubs
- sport and cultural events
- tourist attractions (museums, cultural centres, etc.).

If you emphasize that the chart is still at draft stage, people will realize that their input is going to be used. This also gives you the the opportunity to find out what tourism promotional activities are under way and what are planned.

At your next committee meeting, change the market profile charts acording to what you've learned from these discussions.

List Tourism Assets

Tourism assets can be divided into five categories:

- attractions
- promotion
- infrastructure
- hospitality
- services.

For example, a new elementary school is a community asset but it would also be a tourism asset if its architecture reflected First Nations influences or if it could be used for major events or conventions for tourists.

First Nations have tourism assets which are not necessarily recognized as such. These include:

- their history and their perspectives of that history;
- Aboriginal views on nature and the environment;
- Aboriginal arts, crafts and performing arts;

- on-reserve wildlife regulatory regimes which may differ from provincial/territorial regimes;
- reserve and nearby lands, including archaeological and historic sites, lakes, wilderness areas, wildlife habitats, vegetation and geological structures;
- Native tourism sectoral organizations which could provide valuable central services and co-ordinate the activities of First Nation communities; and
- unique industries.

TOURISM ASSETS

ASSETS	RANK
Tourism Attractions	
Provincial park nearby	1
Wilderness areas nearby with good fishing lakes	2
Annual powwow	3
Annual hockey tournament	4
Community hall	5
Community craft store/workshop	6
Tourism Promotion	
Linkages with other First Nations	1
Tourism Infastructure	
Good access to primary highway	1
Full sewer and water servicing with excellent-quality water	2
Tourism Hospitality	
Some friendly merchants	1
Tourism Services	
New outfitter camp	2
Service station	3
Campground near reserve	1
General store	5
Tow truck service	4

Once you have listed your assets, rank them in importance. Start with tourism attractions. Have each committee member grade attractions on a scale of one to 10. Then use the grade total for each asset to determine its rank. Once you have completed ranking the attractions, go on to look at infrastructure, hospitality, service and promotion.

Recognize Tourism Concerns

Tourism concerns can include:

- **Negative assets:** Check your market profiles and list of assets for those items that may have negative aspects. Discuss how they can be improved.

- **Outright liabilities:** A noxious pulp mill on your doorstep is definitely a concern. List all such liabilities — even those that seem insurmountable — because someone else may have a partial solution. Even if no solution is found, your discussion will have helped put it into perspective for the community.

- **Undeveloped ideas:** List and discuss all ideas, no matter how off-the-wall they are. They may include great proposals that have not been acted upon. If a good suggestion is presented negatively, you then can list it as a concern, which then becomes motivation for action.

List tourism concerns the same way you listed assets.

Be explicit. For example, the statement, "Visitors just pass right through town; nobody ever stops here," is too general. It may be true, but it has to be more specific to be of use as a discussion point. Visitors may not be stopping in town because:

- There are few clean washrooms at local service stations (services).

- There are no parking spots (infrastructure).

- Tourists do not know about attractions (promotion).

- No interesting attractions are visible from the highway (attractions).

- Some merchants have not recognized the importance of being courteous to tourists (hospitality).

The more specific you are in categorizing a concern, the easier it will be to find a solution.

Rank the concerns as you did the assets. At the top of the list put obvious concerns that can be fixed easily, at little cost, and with highly visible results.

Determine Potential Tourism Markets

This exercise looks at the possibilities for increasing existing tourism and attracting an entirely new market. Using the Tourism Market Profile answer the questions along the top of the chart for the five catagories of "potential new tourist types." Base your analysis on present tourism markets. For example, if existing facilities are at capacity during the summer, it might make sense to focus on winter tourists, such as snowmobilers, hockey tournament participants and spectators.

TOURISM CONCERNS

CONCERN	RANK
Tourism Attractions	
▪ No major tourist attraction in community	1
▪ No museum or cultural centre	2
Tourism Promotion	
▪ No tourist literature	2
▪ No welcome signs at edge of town	3
▪ Businesses are not members of provincial and regional tourism association	6
▪ No powwow or hockey tournament promotion outside of community	4
▪ No community theme	1
▪ Campers are not aware of all the goods and services available in community	5
Tourism Infrastructure	
▪ Several good fishing lakes in the area without adequate access	1
▪ No sewage dumping station for recreational vehicles in or near the community	2
Tourism Hospitality	
▪ Some merchants and staff are unfriendly	1
▪ Some residents are unfriendly or discourteous to visitors	2
Tourism Services	
▪ Campground near reserve does not provide full service	1
▪ No repair facilities for recreational vehicles and outboard motors in town	2
▪ No recreational equipment rentals in town (canoes, boats, snowmobiles, etc.)	3

Rank all anticipated tourist markets in order of importance.

State Tourism Goals and Objectives

Tourism goals are clear, concise statements describing the kind of tourism wanted in your community. They must be compatible with the community's development policy and should provide direction for more specific objectives.

Tourism goals can be stated simply by inserting the phrase "to improve" in front of each of the five key components of tourism:

- to improve tourism attractions;
- to improve tourism promotion;
- to improve tourism infrastructure;
- to improve tourism hospitality; and
- to improve tourism services.

Each of these goals leads to a set of objectives which are simple, concise steps to achieving the relevant goal. They should be measurable and realistic.

How To Develop Tourism Objectives

Look at how the needs and wants on your market profile charts relate to the tourism resources of your community. Focus on one tourism goal at a time. For each goal, display your charts on present and potential market profiles, assets and concerns. Then, assign an objective to each concern. For example, tour buses may travel through your community but do not linger. How do you encourage those travellers to stay longer or to come back? The concern is that you have tourism services and attractions but no one knows about them.

For the goal, "to improve tourism promotion," your committee then develops objectives that promote businesses and services by advertising special tour services in local newspapers, provincial or territorial tourism publications or by mailing information flyers to tour companies.

The following chart provides a detailed look at the process of developing objectives.

One well-worded objective may cover more than one concern. However, avoid wording so broad or general that the objective becomes difficult to focus on or fulfil.

Once all the concerns have been matched with objectives, the objectives can be ranked to highlight the priorities. A priority list of five objectives is recommended to provide direction on what is to be achieved.

The answers to three questions help focus the relative importance of each objective.

- What present and potential markets do the objectives relate to? How important are they?

- How long will it take to accomplish the objective?
  (a) less than a year; (b) one to three years; or (c) more than three years.

- What will it cost (approximately) to achieve this objective and where will the money come from?

PROCESS FOR DEVELOPING OBJECTIVES

1. Display all charts completed to date.
2. Write the first goal at the top of the Tourism Goals and Objectives flip-chart.
3. Review your Tourism Market Profiles, Tourism Assets and Tourism Concerns lists related to the goal.
4. Taking the first concern on the list, ask: What can or should be done about it?
5. Write an objective related to this concern. Your first thoughts are often the best: once you have something on paper you can add, delete or amend at will. This is a time for creative thinking.
6. When everyone is satisfied with the objective, move on to the next concern and develop the next objective.
7. When all concerns relating to your first goal have been dealt with, repeat the process for the other four goals.
8. Keep a record of all proceedings.
9. After a break or at a subsequent meeting, carry out a critical review of your objectives. Make changes if you are not happy with what has been produced to this point.

The top-priority objectives should be feasible, compatible with the development policy, have highly visible results and appeal to your community members.

An example of a tourism goals and objectives chart is on page 18.

Develop Action Steps

Tourism action steps are specific, detailed directives on how to achieve each objective.

They must be realistic. If a proposed step leads nowhere or needs additional activities to make it work, either alter or abandon it. Otherwise, the individuals responsible for supervising its co-ordination and implementation will have an impossible task.

Tourism Action Step Work Sheet summarizes all the previous work and the elements needed to turn planning into reality. Take the information from the work sheets and lists already completed, then list action steps in the order in which you expect them to be accomplished.

If action steps are difficult to develop for a certain objective, that objective might be unrealistic and have to be changed or abandoned.

TOURISM GOALS AND OBJECTIVES

Goal	Objectives	Rank
To improve tourism attractions	▪ To determine what major new attraction should be pursued by the community	2
	▪ To have the Hudson's Bay Store declared a Provincial Historic Resource	12
To improve tourism promotion	▪ To provide tourist literature	7
	▪ To provide welcome signs on the promotion edge of town	8
	▪ To encourage local businesses to join the regional and provincial tourism associations	9
	▪ To ensure that event organizers are aware of any funding available to assist in tourism promotion	5
	▪ To establish a town theme	1
	▪ To ensure that campers know about the goods and services available in town	10
To improve tourism infrastructure	▪ To investigate means of ensuring good access to fishing lakes.	6
To improve tourism hospitality	▪ To encourage businesses to use tourism hospitality training programs	4
	▪ To establish a training program for tourist information staff	14
	▪ To establish a program to ensure that all residents appreciate the need to be friendly and courteous to visitors	13
To improve tourism services	▪ To encourage the establishment of a full-service campground	3
	▪ To encourage the establishment of the following businesses in town: recreation vehicle service centre, 24-hour convenience store, recreation equipment rentals	11

TOURISM ACTION STEP WORK SHEET

GOAL: To improve tourism promotion
OBJECTIVE: **TO ESTABLISH A COMMUNITY THEME**
CONCERN(S) ADDRESSED: No community theme

JUSTIFICATION: What are we known for? What is our main claim to fame? Tourists will be more inclined to visit if we portray a single interesting theme.

RANK NO.1

MARKETS IMPLICATED: Ecotourism. Campers. Visiting friends and relatives.

TIME FRAME: Less than a year **EXPENSE:** $500

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Develop a proposal to come up with a community theme including: ▪ what criteria should be used in deciding upon it; ▪ who should make the final decision; ▪ how to get residents interested and involved; and ▪ how the theme can be portrayed to visitors.			
2. Seek assistance for the proposal from the First Nations Council and local businesses (businesses may be willing to provide prizes for the winning theme in a contest).			
3. Decide on the theme.			
4. Determine how best to portray the theme.			
5. Institute other ways to support and promote the theme.			

At this point, your committee can assign responsibility and realistic deadlines for the completion of each step. Individuals and local organizations should be encouraged to participate, but the assigned committee member is the supervisor who manages the process and reports on activities. Throughout the process, your committee is the lead player.

Involve Your Band Council and Community

Your draft tourism action plan is now ready for submission to the band council and then to the community. The draft gives both groups the opportunity to review and discuss the plan before the committee seeks input from parties outside the community.

The resulting additions or changes can be incorporated into a second draft and resubmitted to the council.

Community Input

After the band council approves the draft plan in principle, your committee can seek input from entrepreneurs, local tourism associations and government departments outside the community. The band council may have advice on when, where and how to obtain public feedback. There are various ways, including open house meetings and workshops, an open band council meeting, and presentations to local interest groups with follow-up discussion and a questionnaire. The plan can also be mailed to designated individuals with a request for feedback or can be published in the local newspaper with a request for comments or date of a public meeting. Committee members can also hold one-on-one discussions with others in the community.

Those most likely to be affected by the plan should be included at this stage. For example, if it recommends improving highway directional signs, ask the provincial highway department for comments. If key people fail to respond, have committee members visit them to explain the plan and obtain feedback.

Implement the Action Plan

The plan can be implemented only after it has received support from the band council, the community and outside private and public agencies. During this process, regular committee meetings will allow members to:

- report on the status of action steps and develop new or alternative ones if needed;
- undertake tasks to help accomplish objectives; and
- deal with problems as they arise.

If you apply for advice or financial support from outside organizations, attach a copy of the plan. It will lend substance and credibility to your application.

Outside Expertise

There are three major sources of outside expertise: consultants, published material and private tourism associations.

Use consultants only for those tasks you cannot do yourselves. Your committee is certainly in a better position to initiate the project by doing the early legwork of gathering and reviewing available information. Not only is it cheaper, but the knowledge and contacts will remain in your community.

If you do go outside your community for expertise, government tourism consultants should be able to provide sound initial advice.

When hiring consultants, be as explicit as possible in detailing the requirements. Your tourism action plan process is a good information tool for the consultant and saves briefing time.

Books are available on how to select and use consultants; how to start and run tourism businesses; and how to execute business functions, such as preparation of business plans, accounting and marketing. These books contain excellent advice at a fraction of the cost of consultants.

Private hotel and restaurant associations as well as provincial, territorial and regional tourism associations provide services to tourism businesses. Through them you can develop a network of association members who have dealt with problems similar to your own.

Monitor the Results

The procedures for monitoring the success or failure of your plan should be in place before implementation begins. Base these procedures on specific action steps and objectives.

For example, your community stages an annual powwow and you plan to promote it. Monitoring procedures need to be in place well before the event. If your objective is to attract more visitors through direct-mail promotion, newspaper and radio advertising, or a combination of these and other promotional activities, try to gauge the success of these efforts by comparing attendance figures for previous powwows with attendance figures after advertising was introduced.

Such monitoring could come in the form of sampling. Committee members or volunteers could survey a sampling of people attending the powwow with a checklist of questions, such as how they heard about the powwow, whether they have friends or relatives in the community, and where they are staying. The more people questioned, the better the sample. Encourage people to take the time to answer questions by offering such incentives as free tickets, discount coupons, pins or balloons.

Other sampling activities include questionnaires by mail and telephone interviews, but for these, you will need information on who attended and how to reach them.

Monitoring could include a status report once every six months from the committee member responsible for each objective. The report — no more than one or two pages long — could describe:

- the action steps that have been taken;
- the most significant results of these steps;
- the extent to which the objective has been accomplished;
- proposed revisions, if necessary; and
- a personal comment on the validity of the objective.

After the committee reviews all the reports, they can be compiled as one document for presentation to the First Nation Council. It is also a good idea to schedule a detailed annual review to evaluate objectives. The findings of this review can be presented to the First Nation Council for consideration and endorsement.

Your community should be made aware of your committee's successes. Toot your own horn because it's a safe bet no one else will. For instance, an annual tourism night with guest speakers, films and presentations would give your chairperson an opportunity to report on achievements, to discuss what is still to be accomplished and where help is needed.

Conclusion

A comprehensive, flexible and well-organized action plan, with community support, goes a long way to help your community achieve real success in tourism. It will:

- attract more tourists;
- increase their length of stay;
- increase the amount of money they spend;
- minimize adverse social, economic and/or environmental effects of tourism;
- increase the quality and possibly the number of retail and service facilities;
- improve attractions and events; and
- improve your community's image.

Your community can take pride in the fact that it achieved its goal of increasing the kind of tourism it wants through continuing community commitment.

Appendix A

Tourist Types based on "Primary Trip Purpose"	Present Rank	Potential Rank	What do they do here?	Why do they do it here?	A) What services do they look for? B) Are they available?	What time of year do they come?
A. BUSINESS Present Tourist Types Potential New Tourist Types						
B. PERSONAL BUSINESS Present Tourist Types Potential New Tourist types						
C. VACATION Present Tourist Types Potential New Tourist Types						
D. VISITING FRIENDS AND RELATIVES Present Tourist Types Potential New Tourist Types						
E. PASSING THROUGH Present Tourist Types Potential New Tourist Types						

KET PROFILE

How do they come here?	How long do they stay here?	How much money do they spend? (per person/day)	Where are they from?	Who are they? (age, sex,education, income bracket)	What is being done to attract them here?	What trends are they portraying?

Appendix B

TOURISM ASSETS

ASSETS	RANK
Tourism Attractions	
Tourism Promotion	
Tourism Infrastructure	
Tourism Hospitality	
Tourism Services	

Appendix C

TOURISM CONCERNS

CONCERN	RANK
Tourism Attractions	
Tourism Promotion	
Tourism Infrastructure	
Tourism Hospitality	
Tourism Services	

Appendix D

TOURISM GOALS AND OBJECTIVES

Goal	Objectives	Rank
To improve tourism attractions		
To improve tourism promotion		
To improve tourism infrastructure		
To improve tourism hospitality		
To improve tourism services		

Appendix E

TOURISM ACTION STEP WORK SHEET			
GOAL: OBJECTIVE: CONCERN(S) ADDRESSED: JUSTIFICATION: RANK NO.__ MARKETS IMPLICATED: TIME FRAME: EXPENSE:			
ACTION STEPS	BY WHOM	WHEN	RESULTS

Appendix F

Provincial and Territorial Tourism Offices

Alberta

Alberta Tourism
Vacation Counselling
City Centre Building
10155 102 St., 3rd Floor
Edmonton, Alberta
T5J 4L6
(403) 427-4321
From other parts of Canada:
1-800-661-8888

British Columbia

Tourism British Columbia
Parliament Buildings
Victoria, British Columbia
V8V 1X4
(604) 685-0032
From other parts of Canada:
1-800-663-6000

Manitoba

Travel Manitoba
155 Carlton St., 7th Floor
Department 20
R3C 3H8
(204) 945-3777
From other parts of Canada:
1-800-665-0040

New Brunswick

Tourism New Brunswick
P.O. Box 12345
Fredericton, New Brunswick
E3B 5C3
(506) 453-2444
New Brunswick:
1-800-442-4442
From other parts of Canada:
1-800-561-0123

Newfoundland and Labrador

Department of Tourism & Culture
P.O. Box 8730
St. John's, Newfoundland
A1B 4K2
(709) 729-2830
From other parts of Canada:
1-800-563-6353

Northwest Territories

Northwest Territories Tourism
P.O. Box 1320
Yellowknife, Northwest Territories
X1A 2L9
(403) 873-7200
From other parts of Canada:
1-800-661-0788

Nova Scotia

Department of Tourism and Culture
P.O. Box 456
Halifax, Nova Scotia
B3J 2R5
(902) 424-5000
From other parts of Canada:
1-800-565-0000

Ontario

Ontario Travel
Queen's Park
Toronto, Ontario
M7A 2R9
(416) 314-0944
TDD (416) 314-6557
From other parts of Canada:
1-800-ONTARIO

Prince Edward Island

Department of Tourism, Parks and Recreation
Visitors Services Division
P.O. Box 940
Charlottetown, Prince Edward Island
C1A 7M5
(902) 368-4444
From other parts of Canada:
1-800-565-0267

Quebec

Tourisme Québec
P.O. Box 979
Montreal, (Quebec)
H3C 2W3
(514) 873-2015
From other parts of Canada:
1-800-363-7777

Saskatchewan

Tourism Saskatchewan
1919 Saskatchewan Drive
Regina, Saskatchewan
S4P 3V7
(306) 787-2300
From other parts of Canada:
1-800-667-7191

Yukon

Tourism Yukon
P.O. Box 2703
Whitehorse, Yukon
Y1A 2C6
(403) 667-5340